Human Resources & ICT Services Service Plan 2014-2017

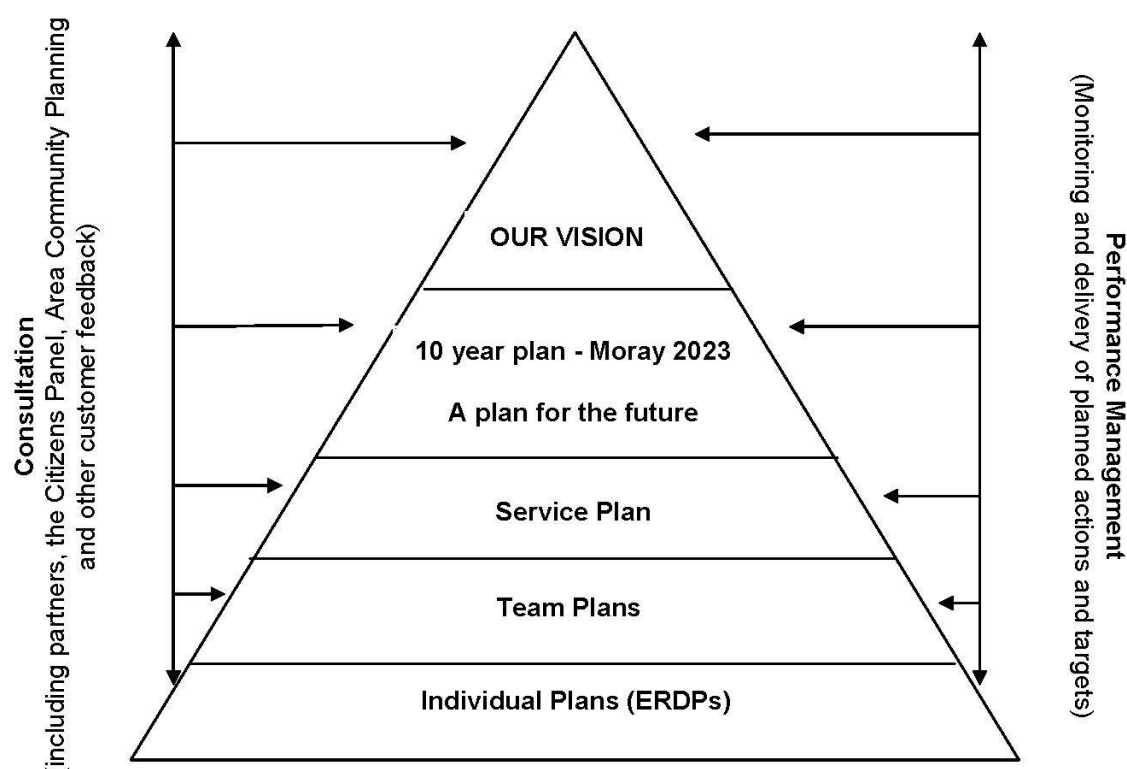Transforming Council Services

Engagement and Leadership

Enabling Service Improvement and Reducing Costs

Partnership and Collaborative Working

Contents

1. Introduction

1.1 The Service Plan for HR&ICT seeks to set out:-

- how this service plan relates to the Council's objectives and priorities;

- the context in which we work;

- how the service is organised and resourced;

- how we perform and how we will improve our performance;

- the main risk factors affecting the service;

- planned actions to enable the service to contribute to the achievement of Council priorities.

1.2 The diagram below describes the relationship of the service plan to the wider strategic and corporate objectives to which the Council is committed. Service planning provides a means to identify the service role in the 'bigger picture' whilst providing a means for staff teams and individuals to see how their team/individual actions contribute to the Council's corporate objectives.

Consultation
(including partners, the Citizens Panel, Area Community Planning and other customer feedback)

OUR VISION

10 year plan - Moray 2023

A plan for the future

Service Plan

Team Plans

Individual Plans (ERDPs)

Performance Management
(Monitoring and delivery of planned actions and targets)

2.1 The plan which details the priorities and activities of the Community Planning Partnership in Moray over coming years is the Moray 10 Year Plan – "Moray 2023 – A Plan for the Future". This is the successor document to the previous Community Planning Partnership's Single Outcome Agreement for 2012 – 2015. The 10 Year Plan identifies the following priorities which the Partnership seeks to deliver through collaborative working:

- healthier citizens
- ambitious and confident children and young people
- adults living healthier, sustainable independent lives safeguarded from harm
- a growing and diverse economy
- safer communities.

As a support service, Human Resources and ICT Services works with other services across the Council to help them to deliver these priorities. Progress in delivery of the 10 year plan will be measured by reference to targets set for a selection of key performance measures at each of 2016/17, 2020/21 and 2023/24.

2.2 The HR&ICT Service will seek to support the delivery of the 10 year plan by ensuring our services are high quality, continually improving and efficient, which means

- Establishing new ways of working in service areas
- Improving the efficiency and effectiveness of services
- Managing and empowering staff as a key resource supporting the Council to deliver quality service s to the people of Moray

2.3 For the HR&ICT Service, key strategies which set out how we will contribute to the achievement of these outcomes are:-

- Workforce Strategy and Plan

- Employee Engagement Programme

- ICT Strategy and Plan

- Health and Safety Annual Report

- Information Assurance Annual report – this has been undertaken for the first time in 2014 and is a risk based assessment of the issues the council faces and the work that should be prioritised to improve our information assurance practices

Each of these sets out action plans to enable the delivery of key outcomes.

2.4 The following highlights progress made in 2013/14 against the 2013/16 service plan and the ICT and Workforce plans.

<u>Human Resources</u>

Transforming Council Services

- Implementation of workforce elements of Tranches 5/6 and homecare scheduling

- Facilitating implementation of flexible working

- Development of Transform to manage workforce reductions and changes

- Successful management of workforce implications of the budget

Engagement and Leadership

- Employee engagement programme embedded with regular teamtalks, increased service learning visits, higher attendance at employee conference and establishment of employee recognition
- First cohort of managers start Leadership development programme January 2014 with UHI in partnership with Highland Council managers. First Line Managers programme continues with waitlist for Autumn 2014 cohort.
- Employee Engagement workshops scheduled for Summer 2014
- Profile of accident reporting increased and introduced OFSI forms to report improvement opportunities
- Safety workshop delivered for Direct Services management and ready for roll out
- Survey of Performance appraisal uptake by senior managers conducted January 2014

Enabling Service Improvement and reducing costs

- Review of terms and conditions completed and managers reviewing working practices
- Health and safety audits completed for all high risk areas and action plans in place

- My Job Moray – expansion of centralised recruitment to all jobs up to G9

Partnership and Collaborative working

- Training review completed and agreed to create corporate service
- Work underway on the workforce elements of integration of health and social care

ICT

Transforming Council Services

- Mobile and flexible working – office rationalisation and moves and roll out of equipment for DBS to enable new ways of working.
- Desktop Virtualisation – progressing to ensure that flexible working opportunities are maximised e.g. for Revenues and Trading Standards
- Windows 7 image development and image deployment in progress for schools and corporate users
- Customer Services – Lagan implementation completed for Development and Direct Services
- Call recording solution upgraded providing a more resilient telephony solution
- Information Management – Sharepoint development ready for Corporate Services, other improvements (e.g. search facility)
- Homecare – development and deployment of scheduling system

Engagement and Leadership

- Internet – ongoing development for services progressing through DBS – completed for T5 (Direct Services)
- Collapsible web site developed enabling auto sizing for different devices accessing the Council web site
- Council web site placed 2nd out of 32 Scottish local authorities in a speed test
- Online payment for school meals rolled out to all secondary schools in Moray

Enabling Service Improvement and reducing costs

- BYOD – public access solution for libraries implemented

Partnership and Collaborative working

- Pathfinder North – contract extension secured and business case for future service through Swan offer annual savings estimated at approximately £400k per annum

Other Progress

- Information security – PSN accreditation completed (Hummingbird and Sharepoint migration; encryption of priority laptops)
- Gateway process in place and effectively prioritising projects for ICT Plan.
- Significant increase in the number of calls to desktop team and standards continue to be met within resources

- Data Centre moved to HQ annexe.
- ICT trainee scheme implemented and savings generated
- Financial management system – in house support now provided with saving in excess of £100k per annum
- PL Invoicing redeveloped and invoices can be viewed online within FMS
- Revenues – open revenues system implemented
- Server replacement and migration of applications

Work in Schools (in collaboration with the education ICT strategy group)

- phone system replacement implemented in Speyside High School and Forres Academy and Elgin Academy system extended to integrate Bishopmill PS
- Server virtualisation and storage for schools to improve efficiency and resilience
- Wireless connectivity improved in various schools
- 300 netbooks provided to various schools and tablets enabled
- Enterprise agreement for Microsoft in progress
- Schools e-mail from home in progress
- E-mail/internet access provided at school kitchens
- Replacement firewall implemented

2.5 This Service Plan builds on the strong foundation of work set out in 2013/14. It continues to develop the four core priorities identified to take account of the local and national context for these services:-

Priority 1: Transforming Council Services

Priority 2: Engagement and Leadership

Priority 3: Enabling Service Improvement and reducing costs

Priority 4: Partnership and Collaborative working

2.6 Team plans for each of the five sections within the HR&ICT Service will underpin the actions identified in the overarching Service Plan. In turn, these will influence objectives for individual managers and staff within the Service, through the Employee Review and Development Programme.

3. The HR&ICT Service

3.1 Service context

3.1.1 The Council will continue to face a period of major transition in terms of the challenge to deliver services against a backdrop of declining resources and bringing about improvements in the Council's management arrangements. In

supporting Departments to manage the transformation and efficiency effectively, Human Resources and ICT will have a key role to play in the delivery of this agenda.

3.1.2 The service leads on workforce strategy and planning across the Council, and over the next 3 years it is expected that the focus will be on reducing and realigning the workforce to the service areas the council will prioritise for the future.

3.1.3 ICT is central to the Council's efficiency programme as new technologies are developed and introduced. Council services are increasingly reliant on technology for service delivery and it is important that reliable and effective ICT services and resources are in place. It has been recognised nationally that ICT will have a key role in ensuring the efficiency of public sector services in a difficult financial environment and this work will be supported both locally and nationally.
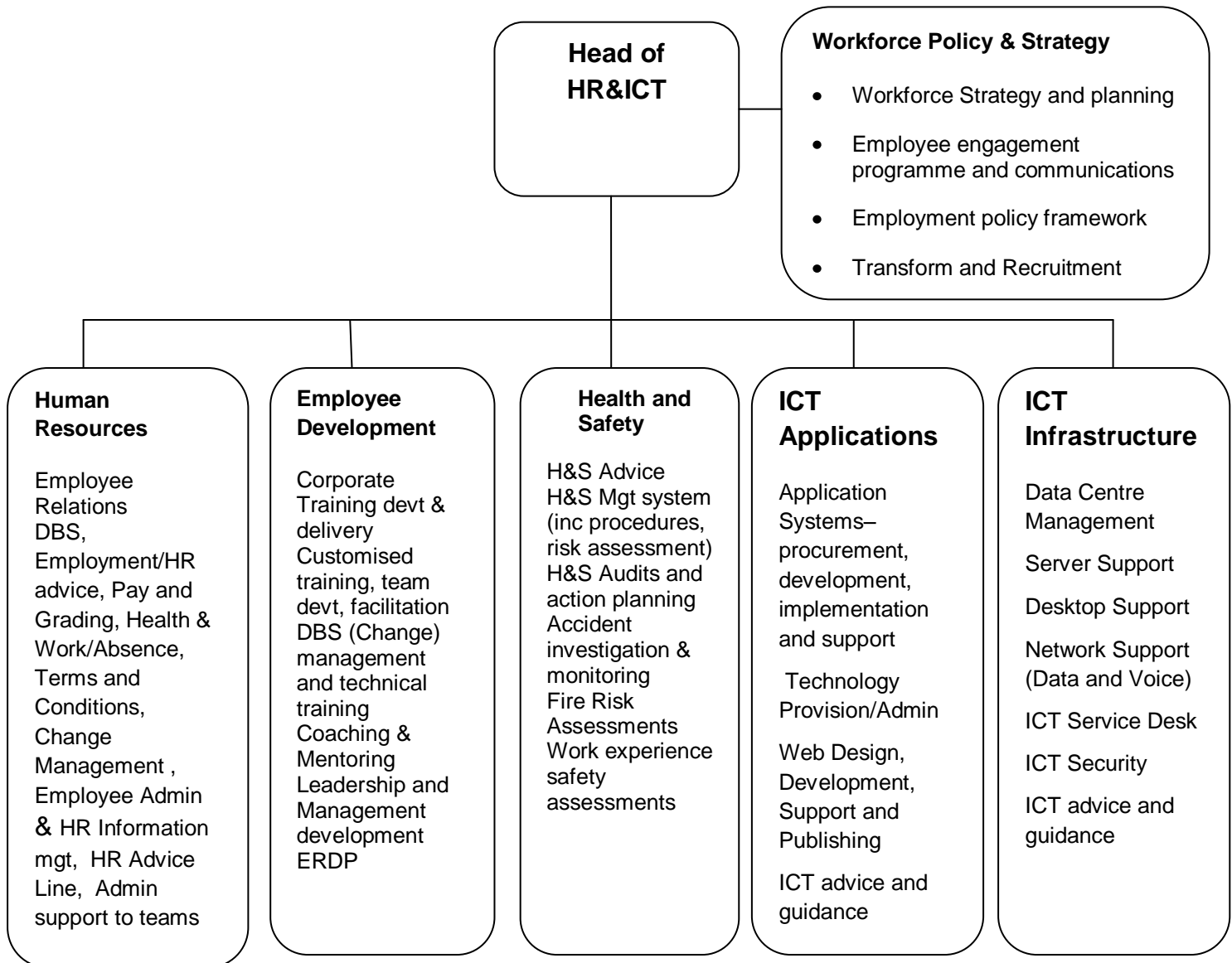
3.2 Service Demand

The demands upon the services within Human Resources and ICT can be seen as three broad categories. These can be described as:

- **Corporate and developmental Work**: that is required to ensure that the Council operates effectively within the required legislation and standards. It includes the provision of strategic and policy advice and proactive work to ensure the council is prepared for workforce and technology demands. This is typically work instigated and led from within the HR&ICT service.

- **Operational Service Led Work**: that supports and facilitates services in the effective management of their services within the Council's overall framework and plans. This involves major service based projects and technology with HR&ICT staff working to support lead officers in services.

- **Core Work**: responsive, high volume work that is necessary for day to day operation as an employer and to support and maintain the Council's services in the use of technology.

The volume, complexity and often unpredictable nature of operational and core work places pressures on staff in terms of customer service and the delivery of corporate and developmental requirements. This is monitored by the service management but impacts on delivering planned work within timescales.

3.3 Structure/functions

3.3.1 The structure of the Service is detailed below.

Head of HR&ICT	Workforce Policy & Strategy
	• Workforce Strategy and planning
	• Employee engagement programme and communications
	• Employment policy framework
	• Transform and Recruitment

Human Resources	Employee Development	Health and Safety	ICT Applications	ICT Infrastructure
Employee Relations DBS, Employment/HR advice, Pay and Grading, Health & Work/Absence, Terms and Conditions, Change Management , Employee Admin & HR Information mgt, HR Advice Line, Admin support to teams	Corporate Training devt & delivery Customised training, team devt, facilitation DBS (Change) management and technical training Coaching & Mentoring Leadership and Management development ERDP	H&S Advice H&S Mgt system (inc procedures, risk assessment) H&S Audits and action planning Accident investigation & monitoring Fire Risk Assessments Work experience safety assessments	Application Systems– procurement, development, implementation and support Technology Provision/Admin Web Design, Development, Support and Publishing ICT advice and guidance	Data Centre Management Server Support Desktop Support Network Support (Data and Voice) ICT Service Desk ICT Security ICT advice and guidance

3.4 Head of Service/Workforce Policy and Strategy

3.4.1 The Head of Service is responsible for the overall management of the Service, with five managers and 2 team leaders reporting to the Head.

3.4.2 The Workforce Policy and Strategy team within the HR section is responsible for the preparation and implementation of the Council's Workforce strategy, Engagement Programme, Transform, corporate recruitment and associated development programmes. The implementation of the Transform approach to managing the re-alignment of the workforce as a result of the budget situation is a key priority for this team in the coming years.

3.4.3 The Head of Service also leads on policy and strategy for the service as well being the lead officer for the Pathfinder North broadband project and leading on employee relations and negotiations and working with managers across services to ensure all interests are taken into account. Key specific responsibilities include workforce planning and employee engagement; DBS; information assurance as well as involvement in national work on ICT and HR across local government. This team has also taken on information management and an HR Assistant has moved teams to undertake this work.

3.4.5 The staffing resources are:-

Posts (FTE)	Grades 1- 10	Grades 11+	Total staffing budget
Head of Service		1	
Workforce Policy and Strategy (Senior HR Adviser, HR Adviser, HR Officer, HR Assistant)	3.0	1	
Total Staff	**3.0**	**2**	**£241k**

3.4.6 **Outsourced Services**: The following services are provided by specialist contractors: Occupational Health; Employee Assistance Programme; Salary Sacrifice Schemes.

3.5 Human Resources

3.5.1 HR provides advice and support and leads on the development of all employment related matters. Given the cross-cutting nature of the work, HR staff work closely with service managers with the extent of HR intervention depending upon the complexity and potential implications arising from each case/issue. The first point of contact for in excess of 20,000 enquiries per year is the HR advice line which deals with 80% of these contacts. Areas of work include:

- employee relations (including discipline, consultations, etc)
- recruitment and retention
- change management including the DBS and budget
- terms and conditions of service and employment policies
- pay and grading
- effective management of sickness absence
- contracts of employment and employee records
- analysis of employment information

The HR and Employee Admin resource is 11.95 fte.

3.5.2 Typically managers rely upon HR for specialist advice and support in managing their employees, for example absence, disciplinary situations, and change management. Cases tend to be complex and as managers are not frequently exposed to the issues HR support is required. In the next few years, the most significant demand for the HR team is expected to be the changes in the Council's workforce arising from the budget and the changes in the ways in which services will be provided e.g. integration of health and social care, partnership working, etc. These are likely to be extensive and to be very demanding on the HR resources. These increasing demands will require priorities to be reviewed and HR support is likely to be reduced in the areas where managers have typically sought advice, which may increase risks in these areas. This situation will be monitored.

3.5.3 The staffing resources are:-

Posts (FTE)	Grades 1- 10	Grades 11+	Total staffing budget
HR Manager		1	
Senior HR Adviser		0.75	
HR Adviser	3.5		
Assistant HR Adviser	1.1		
Admin Team Leader	0.6		
HR Assistant/Asst Admin Leader	2.5		
Clerical	2.6		
Total Staff	**10.3**	**1.75**	**£385k**

3.6   Employee Development

3.6.1 At operational level the team provide training and development directly to council employees to support corporate priorities, meet service requirements and to develop individual employees. In addition Employee Development support the corporate work of the council by providing strategic advice and development, for example in relation to leadership development. There are 3.4 trainers (including the team leader) and 0.6 support posts.   Team members work across all council services.

3.6.2 A review has been undertaken to ensure that training resources across the council are properly aligned to supporting council priorities. This has identified that the training resources across the council should be brought into a single corporate resource in order to maximise impact. In times of austerity training is often identified for savings and it is recognised that only essential development activity can be supported in this environment. Therefore, the main focus of work for the Employee Development team will be on leadership, employee engagement, supporting change and key service priorities related to council priorities. The service has recently added a Learning Management System to provide efficiencies through technology and is soon to add e-learning as a means of providing training cost effectively.

3.6.3 The staffing resources are:-

Posts (FTE)	Grades 1- 10	Grades 11+	Total staffing budget
Employee Development Manager		1	
Employee Development Advisers	2.4		
Assistant Employee Development Adviser	0.6		
Total Staff	**3.0**	**1.0**	**£172k**

3.7 Health and Safety

3.7.1 The service is responsible for ensuring that the council has an appropriate health and safety management system in place and for being the Council's competent source of health and safety advice in terms of the Health and Safety at Work Act. The safety management system must be effectively deployed, managed and monitored through council service managers and the team supports and advises managers in these responsibilities. They undertake accident investigation, statistical monitoring and interventions (e.g. work on violence and aggression), preventative work, audits and inspections. Liaison with Health and Safety Executive for inspections, investigations and required improvements is a key role for the service. In addition health and safety assessments of work placement providers (Education and Community Services), foster carers and prospective adopters are undertaken. Work practice interventions, health and safety training and Fire Risk Assessment of the Council's estate are also within the section's remit.

3.7.2 A significant proportion of the health and safety team's work is responsive, with notable demand arising from the introduction of changes in working practices, an upsurge in Fire Brigade activity and concerted efforts to carry out our monitoring function of higher risk areas. The current focus from the

annual report of health and safety is on ensuring compliance with agreed safety practice. It has been found since the last annual report that clarity of what acceptable practice is, and a better means of securing acceptance is required as a precursor to punishing those who break the rules and those who let them be broken.

3.7.3 The staffing resources are:-

Posts (FTE)	Grades 1- 10	Grades 11+	Total staffing budget
Health and Safety Manager		1.0	
Health and Safety Advisers	2.0		
Health and Safety Assessor	0.6		
Total Staff	**2.6**	**1.0**	**£181k**

3.8 ICT Applications

3.8.1 The ICT Applications team is an enabler for service delivery within the Council and for enabling business change to deliver on Council initiatives through streamlining business processes, improving accuracy and delivering operational efficiencies. An application development and support function is provided to the various service areas of the Council and includes:

- Procurement of ICT application systems
- Development of bespoke application solutions
- Implementation of solutions
- System enhancements
- Application support
- Provision of the Council's web site including online services

The Designing Better Services programme has been a particular focus for the large majority of work and resources over the last few years. Involvement in the delivery of the Designing Better Services programme includes delivery of Electronic Document and Records Management, staff scheduling, mobile/ flexible working and streamlined customer access including face to face, telephone and online services.

3.8.2 It is anticipated that the implementation and development of new technology that supports services to deliver the new ways of working established by DBS will continue to be a focus for the team. However, technology is a fast moving area and there is also a need to ensure that the Council is prepared to exploit the benefits of emerging technology and information management to provide

efficiencies and improvements in service delivery. This has been recognised in the local government ICT strategy for Scotland and the ICT service will be working to ensure that the Council is aligned to participate in and take advantage of any developments. The items of particular interest to Moray that it is planned to explore are mobile and flexible working, increasing digital services, citizen centred information management to influence and inform services. As there has been limited progress nationally on these areas, work is now being developed locally.

The Applications team also has a responsibility for the maintenance and management of the Council's existing systems and to respond to requirements within services. An Information Systems risk assessment is in place to assist in prioritising system maintenance and a Gateway Review process is now established as the means of prioritising work emanating from services. These combine to inform the content of the corporate ICT Action Plan, which will form the team plan for Applications in addition to the development work above.

3.8.3   The staffing resources are:-

Posts (FTE)	Grades 1- 10	Grades 11+	Total staffing budget
ICT Applications Manager		1.0	
Project Leaders	4.0		
Senior/ICT Officers	15.0		
Trainee ICT Officers	2.0		
Temp for DBS (to Dec 2015)	4.0		
Total Staff	**21.0 (25.0)**	**1.0**	**£857k**

3.8.4   A small number of applications are provided as a managed service including the Education Management Information system, Covalent performance management solution and the recruitment portal. Committee approved the insourcing of the financial management system and this particular project has now concluded. In addition to the managed service aspect ICT rely on 3rd parties to provide engineering support for all hardware and bought in application system software.

3.9   ICT Infrastructure

3.9.1   The ICT Infrastructure Team is responsible for the development, support and maintenance of the Council's ICT infrastructure, including schools, to ensure

maximum availability and optimum performance; this includes servers, data networks, telephone systems, mobile telephones and desktops/laptops and associated peripherals and software. The team provides a local Service Desk facility so that operational problems, queries and requests for change are resolved as quickly as possible to the customer's satisfaction. The team is also responsible for the security and integrity of the data held in the Council's information systems.

3.9.2 All Council departments now depend heavily on ICT systems to allow them to deliver their services. In terms of Council priorities, the most important aspect of the Infrastructure Team's work is to underpin the Designing Better Services programme in particular changes to the core ICT infrastructure to enable staff to work more flexibly. This work will continue for this service plan.

The local government ICT strategy re-emphasises the need for partnership working to deliver improved value for money. In this respect, the section will continue to work with the Pathfinder North partner councils to support the delivery of the Scottish Government's Scottish Wide Area Network (SWAN) programme. This will be a significant piece of work to ensure the ongoing provision of a broadband service for the council.

Other priorities for the Infrastructure team will be exploring how to progress bring your own device and progressing work on data security.

3.9.3 The staffing resources are:-

Posts	Grades 1- 10	Grades 11+	Total staffing budget
ICT Infrastructure Manager		1	
Project Leaders	2.0		
Senior/ICT Officers	21.00		
Total Staff	**23.00**	**1.0**	**£1,007k**

4. Budgetary provision

4.1 Revenue budgetary provision for the work of the HR&ICT Service is contained with the Council's General Services budget. Service departments also hold budgets for ICT applications within their service areas. Capital budgetary provision is contained within the Council's Capital Plan.

The overall budget for the service is £3.36m. This is broken down as follows:

Service	Total
Employee Development	160,620*
Health and Safety	181,725
Human Resources (including H/Svc)	774,575
Trade Union	16,300
HR TOTAL	**£1,133,220**
ICT Applications	840,706
ICT Infrastructure	1,387,884
ICT TOTAL	**£2,228,590** NB PFN extension money will significantly increase the revenue budget for ICT for 2014/15

* Includes income of £12,000

4.2 **Capital Plan 2012/22**

4.2.1 The Council reviewed its planned capital expenditure in February 2014. This has involved a much tighter focus on fully realising planned capital expenditure. Historically, ICT has found this challenging as capital spend is on a large number of different projects, many with factors beyond the control of the ICT service. Taking account of these variables, the planned ICT capital expenditure for 2014/15 has been reduced on the basis that this can be drawn forward if progress allows. The agreed Plan for 2014/15 includes £625,000 to maintain ICT hardware and software assets in current condition.

4.3 **Procurement**

4.3.1 The Departmental Procurement Action Plan (DPAP) is reviewed annually and sets out the current and expiring contracts and any other procurement issues that will need consideration for the coming year. Training is also considered annually and officers have received appropriate training in procurement activity. Contracts are entered on the contract register where appropriate.

4.3.2 HR is a comparatively low user of third party goods and services. External services include:

- Occupational Health, which was renewed in partnership with Aberdeen City and Aberdeenshire Councils in 2013;

- Myjobscotland - joint national local government procurement;
- Employee Assistance (renewed Sept 2013); salary sacrifice schemes (renewal due Nov 2014).

4.3.3 ICT undertakes a greater amount of procurement activity, including software, hardware, systems, licenses and telecommunications. Wherever possible, the service makes use of the contracts negotiated by the Scottish Government Procurement Service and Scotland Excel. The most significant single project currently relates to broadband services for council services and has been undertaken through the Pathfinder North Project and in partnership with the Scottish Government in relation to the Scotland Wide Area Network (SWAN) procurement.

5.   How we perform

5.1   Performance management concerns everyone in the HR&ICT Service. Every member of staff contributes in some way to the performance of the service through individual and team performance. How we perform is assessed in a number of ways –

- Key performance/statutory performance indicators

- Self assessment (PSIF)

- Local performance indicators

- Benchmarking

- Stakeholder feedback

- Employee feedback

5.2   Key performance/statutory performance indicators

5.2.1 Audit Scotland monitors performance on a number of key and statutory performance indicators relating to corporate activities of the Council. Those that relate to HR are absence and equalities indicators. These are published annually in Audit Scotland performance reports which enable the Council to compare its performance with other Scottish councils. Performance for 2012/13 was published in October 2013.

5.2.2 With regard to statutory performance indicators, in comparison with other Scottish councils, the Council has historically performed well in relation to absence amongst SJC employees and has seen recent improvements in relation to absence for teaching staff.

5.2.3 The Council performs below average in comparison with other local authorities in relation to the percentage of high earning female employees. This is affected by the relatively small numbers in this group.

5.2.4 The Accounts Commission, acting through Audit Scotland, began from 2013/14 to formally monitor performance on a number of new key performance indicators relating to a variety of activities across the Council. These PIs together form what is known as the SOLACE Benchmarking Performance Indicators or the Local Government Benchmarking Framework and they have replaced the Statutory Performance Indicators previously reported and monitored in a number of areas. These new Performance Indicators, which focus largely although not exclusively on cost and value for money, include 2 indicators relevant to Legal and Democratic Services, namely:

> Central Support Services (where these are not held within the service itself) as a Proportion of Council Running Costs – this indicator will provide information about the level of support that is required for front-line services, and includes Legal Services as well as Finance, Human Resources and ICT support. To draw this down to service level as far as possible, an annual local indicator also gives the cost of the legal function (both in house and externally sourced) as a percentage of Council Running Costs.

5.2.5 The figures for 2012/13 are due to be published shortly, but those for 2010/11 and 2011/12 were considered at the Council's Audit and Performance Review Committee in March 2014 and revealed that Moray rose within its family grouping of eight authorities from 5th to 4th (14th of 32 nationally). As a result Moray is in the second quartile relative to other Councils across Scotland and mid ranking within its family grouping.

5.2.6 The HR service has collected 3 value for money indicators: HR cost per employee, HR cost as a percentage of total running cost and ratio of HR staff to employees. Information has been obtained from one of our neighbouring councils that shows Moray to be lower on both cost indicators but to have a slightly higher ratio of HR staff to employees, which would be expected in comparison to a larger organisation.

5.3   Self Assessment

5.3.1 HR&ICT use the Public Service Improvement Framework (PSIF) approach adopted by the Council for the purpose of self assessment. PSIF self assessment was carried out by HR in 2012 and by ICT in 2013. Following a PSIF self assessment, an improvement plan is drawn up. This is reflected in team improvement plans and monitored through the relevant section's management team meetings.

5.3.2 Key actions/themes from PSIF for ICT:

- Providing priority and performance information to ICT staff

- Service planning – gateway process and change management

- Providing information to customers and assessing satisfaction

- Developing training and learning within the service

- Flexible working within the service

Work is underway on flexible working within the service as new technology is rolled out via the DBS programme. The Gateway process is now operational and assisting in service planning. In terms of learning within the service, the recent work on the PSN accreditation gave opportunities for cross team working and the co-location of the teams is improving awareness of work across the ICT service. ERDPs have also been completed to give information on training needs.

5.3.3 The key themes from PSIF for HR:

Improving customer service, including developing customer standards via an HR Charter;

Improved information presentation and management;

Participating in the DBS programme to improve processes;

Knowledge and skills sharing within the service

All of these had actions developed to address them that were incorporated into the service plan for 2012 and there has been progress on all items. The most challenging area is the improved information management as this relies on technology and would require significant investment. Staff have been deployed onto this as a priority which has resulted in significant progress on the Position Management system with records having been reconciled between HR, Finance and services. It is planned for HR and Finance to share a single record in future.

5.4 Regulatory regimes

5.4.1 The Council uses the Public Sector Network (PSN) to pass information securely between public sector bodies. This requires annual accreditation to certain standards in order to gain access to the PSN network. For 2013 accreditation, the standards changed with little consultation or information on the requirements. As a result a considerable amount of reactive work was required by ICT in a very short time frame to ensure that council services could continue to access the secure PSN service. This was concluded in December 2013 and accreditation was awarded. Renewal will be required in September 2014 and the service is working to anticipate the likely requirements in advance.

5.4.2 There are no concerns from external regulators at this time.

5.5 Local performance indicators

5.5.1 The Council has developed a performance management framework to ensure that appropriate scrutiny of performance is carried out. The HR&ICT Service has developed outcome indicators within this framework. These are reported within the quarterly reports prepared for relevant Council Committees and are specifically commented upon in the performance reports prepared for these Committees on a quarterly basis.

5.5.2 In addition, the Council has agreed a workforce planning framework that gathers a range of workforce related performance measures. These are reported quarterly via the members' portal and a report is considered every 6 months by CMT. An annual review identifies workforce issues and risks and informs the Council's Workforce Strategy and Plan.

5.5.3 The main areas in which improvement actions have been required during 2013/14 include:

   i) The percentage of contracts of employment issued on target has varied during peak times and continues to be monitored. The team has predicted when these peaks may fall in 2014 and is putting arrangements in place.

   ii) Once again it has been noted that the majority of reported health and safety incidents relate to violence and aggression. These continue to be difficult to deal with as the incidents tend to relate to the nature of particular service users, however, work is ongoing within Educational Services which the health and safety team are supporting.

   iii) The ICT plan has slipped behind planned progress and timescales, affecting a number of projects due to the requirement to divert resources to the PSN work referred to above.

5.5.4 Service managers have undertaken a review of the performance indicators for the service with specific reference to the Audit Scotland measures for the services. It is planned to develop a number of value for money indicators on this basis although it is unclear whether there will be quality benchmarking information available from other councils to maximise the effectiveness of this information.

5.6 Benchmarking

5.6.1 The HR&ICT Service has participated in benchmarking activities through Socitm and CIPFA. Due to budget constraints participation in these has now ceased. HR has begun to actively develop alternative arrangements with neighbouring councils through the Society of Personnel and Development and ICT will be considering alternatives that might be available. For Health and Safety, there is already a well established local authority group in the North of Scotland for networking and benchmarking. It should be noted that, as with

all benchmarking, there can be differences in the remits of the services compared. For example for H&S we are aware that not all services undertake fire safety inspections which are a significant element of the work in Moray that requires specialist training.

5.6.2 For HR, the average number of employees per HR staff is approximately 270 compared an average of 182 and the cost of HR per employee is £156 (not taking account of staff reductions since 2011) compared to an average of £177 based on Cipfa benchmarking in 2011. Health and Safety benchmarking shows a similar picture with the current average Health and safety fte/1000 employees standing at 0.65 compared to an average of 0.8.

5.6.3 The council has previously used external contractors to provide ICT support for Schools and the Financial Management System. The school's service was brought in-house in 2008 yielding annual savings of around £250,000 and the financial management system was transferred to the in-house team in 2013 generating annual savings in excess of £100k.

5.7   Customer engagement and responsiveness

5.7.1 The HR&ICT Service has a range of mechanisms in place to seek feedback from its customers on the services it delivers. The Service reports customer feedback to the Policy and Resources Committee.

5.7.2 Human Resources last survey of managers was carried out in early 2012. In general, response rates have been low and so further consideration is required of the best way to engage service users in feedback and influencing the future of the service. In addition to customer surveys, the service also has a range of forums and consultation mechanisms in place with trade unions, managers and employees to discuss the work of the HR service and how it can support service and corporate requirements. An employee survey is carried out every 2 years and in response to the 2011 survey, the Council agreed to implement the Employee Engagement Programme which is led by HR. This has been further developed in response to the 2013 survey results.

5.7.3 ICT have undertaken annual surveys with all schools to assess their satisfaction with the level of service provision (including telephony) since taking the service in-house in 2008. The results of the survey are reported to the education ICT strategy group to inform future service delivery and priorities. Customer satisfaction measures for the wider ICT services were due to be considered in 2013/14 but work has been carried forward due to the PSN accreditation.

5.8   Employee Survey 2013

5.8.1 During 2013, the Council carried out an Employee Survey. A summary of the Service results of this survey in comparison to the overall Council position shows that:

- Around three out of four staff from this service responded to the survey, which is higher than the council average response.

- The service overall tends to be more positive than the council average in relation to their view of most aspects surveyed particularly in relation to line management and supervision and their overall view of the Council.

- Staff are less positive than the council average in relation to job security.

5.8.2 The results indicate that HR&ICT has an overall satisfaction score of 72%, sitting between the lowest of 52% and the highest of 80%. The highest scoring areas were in relation to enjoying the work they do (88%); being able to talk to and supported by their line manager; understanding the need for change; contributing to teamtalks and 90% are happy to go the extra mile. The service scored well across most indicators with job security being the only one to score over 10% below the council average. The lowest scoring areas were related to effective leadership and training and development with some areas of management of change and communication having lower scores, although these are all above the council average.

These results are very positive and it is planned to continue to build employee engagement in the services.

5.9   Workforce Planning

5.9.1 Workforce planning is undertaken on an annual basis using the corporate template and takes account of the 3 corporate workforce priorities: workforce transformation and change, employee engagement and developing leadership capacity. Key workforce information is also reviewed as part of the process which includes data on employee demographics (e.g. numbers, age and gender profiles, turnover and absence) as well as consideration of a range of other information related to recruitment, planning, external and national developments, efficiency reviews and any other factors that may reshape the workforce in some way. The service plan reflects the key issues and actions arising from workforce planning activity and identifies gaps, actions required and proposed outcomes with timescales and officer responsibility.

5.9.2 The workforce planning process for HR&ICT has not highlighted any specific issues beyond those being addressed by the corporate workforce strategy and plan. The service continues to monitor its skills mix and to consider employment of apprentices when turnover allows.

6.   Risk management

6.1   Our approach to risk management is to identify the risks that might impact on the effectiveness of our activities and services. The Service approach to risk management sits within the corporate assessment of risk. Operational risk registers and business continuity plans are in place for all areas of the service, higher level and wider risks are also captured in the Corporate Services departmental risk and business continuity register. Risk control activity is in place for these risks.

6.2   We also use a risk based approach within our services to identify priorities and actions, including the preparation of this Service Plan. Risk management is central to Health and Safety and is well embedded in this area.   The Workforce Strategy and Plan is fundamentally based on an assessment of the risks associated with the council's activities as an employer and is aimed at addressing these.   Risk management is also the approach used in the Information Assurance annual report to assess the issues facing the council and to prioritise the actions required. In 2012 ICT developed an Information Systems Risk Assessment which captures the main risks associated with the Council's major applications software and prioritises replacement and maintenance of these accordingly.

6.3   It is of note that the service is small in size. This brings risks associated with reliance on individuals, high expectations of individuals, overloading a few staff with volume of significant projects, jeopardising quality of work and managing peaks in workload and troughs in resourcing (e.g. vacancies). The service is aware of this and tends to deal with these matters through regular review of priorities and deployment of resources. Often planned work must be deferred and senior staff must assist on operational matters to ensure that issues are dealt with.

6.4   **Improvement actions to address identified risks**

6.4.1 The most significant risk for HR is in relation to the workforce changes that are anticipated for the council as a whole. This is identified on both the service's risk register and in the workforce plan and the action proposed to address this is the continued implementation Transform, an internal jobs market approach.

6.4.2 For H&S the highest risk is that the health, safety and well-being of employees are compromised by insufficient priority or inattention and so the Council fails to provide a safe and healthy working environment for its employees. The cultural improvements identified in the priorities below should have an overall impact on how all risks are dealt with by the Council.

6.4.3 The following actions have been completed in relation to the ICT Infrastructure Operational Risk Register:

- Relocation of the Data Centre to the Annexe
- Server virtualisation implemented and thin client technology progressing
- External IT health Check
- Replacement of firewalls and staff training to spread knowledge
- Encryption of laptops with local data store

Future items that are planned are:

- Consideration of options for Backup Data Centre
- Customer Satisfaction Surveys

6.4.4 The risks identified within the Information Systems Risk Assessment are included in the relevant ICT Action Plan. The Gateway Process has been introduced to assist with the prioritisation of service requests resulting in more effective use of existing resource.

7. Service Plan actions 2014/15

7.1 Anticipated Demands and Priorities

7.2 The core service priorities for 2012/13 are grouped within the headings of:-

Priority 1:   Transforming Council Services

Priority 2:   Engagement and Leadership

Priority 3:   Enabling Service Improvement and reducing costs

Priority 4:   Partnership and Collaborative working

7.3 Actions within these priorities do not simply reflect 'day to day business' but specifically make reference to key projects or improvement work to be carried out in 2014/15. In particular, the plan focuses on the requirement to change and adapt council services and the ways in which they are delivered. HR&ICT service will be central to enabling, supporting and delivering these changes. Specific priority areas are highlighted for each team in section 3 above and the plan addresses the areas identified for each of the service areas.

7.4 Each section within the Service will develop team plans to reflect the further detail of the work to be carried out to ensure delivery of these projects or delivery of improvements. Team plans will be reviewed by section management teams, with a quarterly report being provided to the HR&ICT Management Team.

7.5   The HR&ICT Management Team will review and report Service Plan progress on a quarterly basis.

	SERVICE PRIORITY 1
	Objective: Transforming Council Services
	Projects/Actions that contribute to this objective

Action	Milestones	Dates	Who
Mobile and Flexible Working – continue to develop technologies that help our employees to work 'anywhere, anytime' to deliver council services more efficiently. (*Note: implementation of Tranche work will be dependent upon the overall progress of the DBS programme and will be adjusted accordingly. Those given are based on the current DBS plan)*	1. Desktop Virtualisation – implement live environment 2. Desktop Virtualisation – migrate Revenues service 3. Desktop Virtualisation – identify other services 4. Desktop Virtualisation – migrate other services 5. Desktop Virtualisation – assess future requirements 6. Tranche 7 – identify technology 7. Tranche 7 – procure technology 8. Tranche 7 – rollout technology	May 14 Jun 14 Jul 14 Mar 15 Dec 14 Oct 14 Jan 15 Mar 15	ICT Mgr (Infra)
DBS Implementation – support the ICT aspects of the programme *(Note: Timescales will be dependent upon the overall progress of the DBS programme and will be adjusted accordingly. Those given are based on the current DBS plan)*	1. Tranche 6 implementation • Lagan • Mobile/Scheduling 2. Tranche 7 • Lagan • Mobile/Homecare Scheduling	Per DBS • Dec14 • n/a • Jun 15 • Jun 14	ICT Mgrs (Apps &Infra)
DBS Implementation – support the HR aspects of the programme	1. Tranche 6 implementation	Per DBS timescales	Senior HR Adviser

Workforce reduction and re-alignment – managing the impact of the reducing budget (*Likely to be rolling programme*)	1. Review budget proposals and prepare/advise on workforce implications 2. Lead Consultation on workforce issues 3. Support implementation of workforce changes	Dates as required for each change	H/Svc/HR Mgr
Transform – developing and implementing the internal jobs market	1. Implementation of transform to manage the required changes in the council's workforce. 2. Development of support elements for Transform on an as required basis	As required As required	Senior HR Adviser
Taking account of the integration of health and social care, re-organise training resources into a corporate resources to ensure these are effectively managed and aligned to corporate priorities	1. Present proposed organisational structure 2. Report to committee (if required) and prepare consultation proposals 3. Consultation on change 4. Implement any revised structure and delivery model agreed	May 14 June 14 Sept 14 Nov 14	H/HRICT

SERVICE PRIORITY 2			
Objective: Engagement and Leadership			
Projects/Actions that contribute to this objective			
Action	**Milestones**	**Dates**	**Who**
Employee Engagement Programme – continued implementation and development to improve and sustain engagement in difficult employment situation	1. Develop a strong direction and culture with an overall theme for employee engagement 2. Enhance existing communication 3. Enhance management activity and consistency 4. Improve employee involvement and influence	1. Spt 14 2. Spt 14 3. Oct 14 4. Nov 14	H/HRICT Snr HR Advisor H/HRICT Snr HR Advisor
Provide an improved intranet facility with a clear focus on corporate communication that support the council's culture and the employee engagement programme.	1. Research options 2. Finalise business case and seek approval from gateway group. 3. Produce revised design to meet redefined requirements. 4. Obtain approval of revised design. 5. Configure new intranet site. 6. Conduct training, skills transfer as required. 7. Go Live. 8. Review usage.	1. May 14 2. May 14 3. Jun 14 4. Aug 14 5. Oct 14 6. Nov 14 7. Dec 14	Prj Leader/ Snr HR Advisor
Consider technology to support communication between remote workers, for example social networks within council and recommend solution. (unified communications)	1. Review current marketplace 2. Options Appraisal/ feasibility report 3. Procure/Develop proof of concept 4. Implement Pilot 5. Review pilot	1. done 2. done 3. done 4. Apr 14 5. Oct 14	ICT Mgr (Apps)

Leadership development (Includes: Public Sector Leadership Programme with UHI, First Line Managers Programme for middle managers, Engagement Workshops for 3rd tier managers and bespoke sessions as required.)	9. Develop the current training provisions to address management standards, tailoring as required to suit management/ supervisory requirements of services i) Provide management workshops, briefing sessions and training ii) Decision on whether any compulsory training	Nov 2014	Employee Devt Mgr
Improving Health and Safety Culture to engender improved leadership from managers and better ownership by employees	1. Ensure clarity of expectations of managers and staff in protecting people's health and safety 2. Ensuring that decision makers include the assessment of health and safety risks properly into any development plans. 3. Developing a programme to improve the dialogue between managers & staff on safe working methods and dealing with safety concerns	1. Oct 14 2. Sept 14 3. Dec 14	
Develop council approach to enhance Digital Participation in council provided services. (*Note the following 3 projects all contribute to this overall theme but have been broken down due to the scale of work required*)	1. Agree Scope and objectives 2. Undertake review of current state corporately and within services. 3. Assess council readiness for further development in this area 4. Develop proposal/strategy for consideration by CMT in first instance	1. May 14 2. Jun 14 3. Oct 14 4. Nov 14	H/HR&ICT

	5. Develop next stage		
Council website – to support <u>channel shift</u> and customer focused service delivery, enhance website to enable implementation of more digital services	1. Review options for increasing traffic and transactions on council website 2. Develop and implement viable options 3. Monitor uptake of channel shift 4. Develop proposal/strategy for consideration by CMT in first instance 5. Develop next stage	1.n/a 2. Apr 14 3. Sep 14 4. Oct 14 5. n/a	ICT Mgr (Apps)
<u>Citizen Account</u> – investigate technologies (in line with national developments if possible) that create links between data held by council services to provide a whole picture of the citizen and their requirements <u>Big Data</u> - Intelligent information management - Present options to co-ordinate how we segment our customers and how we gather the data required to make decisions on how we deliver services	1. Agree scope and objectives 2. Identify requirements for data matching 3. Prepare feasibility study <u>Big Data</u> 1. Agree scope and objectives 2. Identify potential opportunities for big data 3. Identify requirements for data matching 4. Develop proposal/strategy for consideration by CMT in first instance	1. May 14 2. Sep 14 3. Nov 14 1. May 14 2. Jul 14 3. Sep 14 4. Nov 14	ICT Mgr (Apps)
Develop a corporate approach to <u>information sharing</u> that supports partnership working within council services and with partners in the best interests of service users. (*This action also contributes to Service Priority 4: Partnership and Collaborative working)*	1. Prepare project scope and outcomes and seek CMT approval 2. Establish working group of service representatives 3. Review current	1. May 14 2. Jun 14 3. Sep 14	ICT Mgr (Apps)

	arrangements		
	4. Identify and agree principles to govern work	4. Oct 14	
	5. Propose arrangements and protocols for sharing data	5. Nov 14	
	6. Investigate options for sharing single records	6. tbc	
	7. Establish appropriate pilot(s)	7 tbc	
	8. Review and develop implementation programme	8.tbc	

	SERVICE PRIORITY 3 **Objective: Enabling Service Improvement and reducing costs**
	Projects/Actions that contribute to this objective

Action	Milestones	Dates	Who
Work with schools ICT Strategy Group to develop long term vision and delivery plan for technology to enhance education • Bring Your Own Device – investigate options and benefits for schools and recommend approach for Council distinguishing between services if appropriate.	1. Draft updated vision for consultation with HTs 2. Produce final vision for approval as necessary 3. Approve technical plan, costed for Phase 1 4. Implementation of technical plan Phase 1. BYOD 5. Options appraisal for staff and/or pupils 6. Implement Pilot 7. Review pilot and consider options for supported purchase of devices for schools 8. Conclude recommendation for other services	1. May 14 2. June14 3. July14 4. Spt 14 5. Oct 14 6. Dec 14 7. Mar 15 8. Apr 15	ICT Mgr (Infra)
Absence Management – to support the implementation of the Council's Health and Work policy in order to deliver ongoing improvements in absence levels	1. Re-invigorate the Council's Healthy Working Lives activity 2. Build on improvements in reducing teachers sickness absence by a more targeted approach to particular areas 3. Identify and implement further measures to	1. May 14 2. Aug 14 3. Oct 14	Human Resources Mgr

	prevent and minimise absence		
Keep terms and conditions under review with view to reducing costs	1. Work with service managers to identify where changes to working practices and arrangements can realise savings ensuring that appropriate consultations are effective and comprehensive 2. Subject to progress on reducing costs, if required, review of terms and conditions for enhancements to pay	Mar 15	Human Resources Mgr
Improved access to (HR&ICT) service information and use of self services	1. Employee Portal 2. Development of FAQs to aid self-service	Per DBS	
Investigate potential for use of Open Source solutions	1. Identify options, risks and benefits to consider possible application 2. Develop proposals or guidance for future use of OS within council	1. Sept 14 2. Dec 14	ICT Mgr (Apps)
Consider business case for replacement/upgrading of ICT service desk	Document current position Review market Options appraisal / business case	Jun 14 Oct 14 Dec 14	ICT Mgr (Infra)
Data centre/storage – determine final position	1. document options and risks 2. present for final decision on how to progress.	1. May 14 2. June 14	ICT Mgr (Infra)
Implementation of Learning Management System	Online learning to be made available to all staff	May 2014	ED Mgr

	SERVICE PRIORITY 4 Objective: Partnership and Collaborative working		
	Projects/Actions that contribute to this objective		
Action	**Milestones**	**Dates**	**Who**
Participate in the national development of infrastructure via PFN/SWAN to provide sustainable broadband provision for council services.	1. Signing of Swan contract 2. Management of transition to new service	1. Apr 14 2. Mar 16	H/Svc/ICT Mgr (Infra)
Integration of Health and Social Care – consider the technology support requirements on interim and long term basis Note: *further milestones to be identified as initial work proceeds to scope out the requirements*	1. Systems affected listed and issues identified 2. Information sharing protocols and arrangements in place	1. Sept 14 2. Mar 15	ICT Mgrs (Apps) and (Infra) as required
Integration of Health and Social Care – support the workforce implications of the new service model Note: *these milestones are subject to review and confirmation by the Workforce Group*	1. Identify posts and employees in scope 2. Establish consultation and partnership working arrangements 3. Agree workforce management arrangements for integrated service 4. Training and briefings for managers	1. June 14 2. Sept 14 3. Dec 14 4. Mar 15	Senior HR Adviser